

# Certified Public Manager Program Curriculum

## LEVEL/TITLE

### Level I

#### Front-Line Leadership I

*To gain skills, knowledge, and behaviors necessary to lead employees to achieve results.*

## COURSES

### Supervision I & Supervision II

- Supervisory Role & Responsibilities
- Communication Skills
- Building Work Relationships with Employees
- Individual Leadership Style & Effect
- Situational Leadership
- Managing Individual Performance
- Identifying & Resolving Problems

### Level II

#### Front-Line Leadership II

*To understand workplace dynamics and gain techniques to improve group performance.*

### Supervision III and Supervision IV

- Implementing Change
- Developing Work Teams
- Managing Workplace Conflict
- Preventing Workplace Violence
- Identifying Customers & Their Needs
- Improving Customer Satisfaction
- Communicating Through Writing
- Practicing Ethical Behavior

### Level III

#### The Manager as Facilitator

*To apply skills and knowledge to effectively influence organizational performance.*

Orientation  
MBTI & Communication  
Emerging Public Management Roles  
The Manager as Facilitator  
Hiring for the Right Stuff  
Performance Management  
Legislative Protocol  
Effective Presentations  
Effective Writing  
Professional Presence  
Case Study  
Book Review

### Level IV

#### Organizational Systems

*To integrate and coordinate organizational systems to achieve organizational goals.*

Emotional Intelligence  
Political Savvy  
The Organization as Culture  
Negotiation & Mediation  
Simulation/Case Study  
Information Management  
Research & Analysis  
Safety & Loss Control  
Administrative Law (Rule Making)  
Contract Management  
Employment Law  
Legislative & Budgeting Process  
Leadership  
Leadership Practices Profile  
Book Review  
Budget/Legislation Assignment

**Level V**  
**The Learning  
Organization**

*To focus more  
advanced skills on  
organizational  
outcomes.*

Personal Mastery  
Mental Models  
Team Learning  
Shared Vision  
Systems Thinking  
Organizational Communication  
Internet Research  
Case Study

**Level VI**  
**Strategic  
Leadership**

*To develop  
capacities and  
competencies for  
innovative state  
leadership.*

Applied Ethics  
Critical Thinking  
Workforce Planning/HR Management  
Principles for Partnership  
Awareness to Action  
Organizational Transformation  
Leadership Practices Survey  
Case Study

**Level VII**  
**Project &  
Testing**

Job-Related Project  
Comprehensive Test  
Graduation